

ANNUAL REPORT

KAMP

KANAWANA

1969

MONTREAL

YOUNG MEN'S CHRISTIAN ASSOCIATION

INTRODUCTION

This report is a distillation of a draft report that began to reach book proportions. It consists of several parts:

- a general observation of the camp
- recommendations based on these observations
- a chart showing a suggested staff organization for next year
- an appendix giving statistical data

Any report which has as its major pre-occupation giving recommendations has, of necessity, to focus on items needing improvements. Thus a report may appear to be negative. This is not my objective, many positive things happened at camp and should not be forgotten.

The recommendations listed in the report call for decision of a varying degree of immediacy and should, in some case, create a degree of controversy. It is my hope that they will meet some of the problems seen.

Respectfully submitted,

Geoff Anderson,
Director.

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KAMP KANAWANA 1969

DIRECTOR'S REPORT

PERSONNEL

I was appointed Director on February 1st, 1969. This was to be a half-time position until May 1st and then full-time. However, the amount of work clearly indicated that the job required someone full-time so I switched fully to Kanawana on April 1st, 1969. This is still rather late to do much more than run like mad just to keep up.

Immediately after I started we began the process of hiring the senior staff. This was pretty well completed by April and most of the rest of the staff were hired by mid-May. However, the process is never complete and even up until the second week of camp we were hiring staff for the odd opening that would appear.

A large number of our senior staff were persons who had previously been at Kamp Kanawana and had indicated enough potential to handle more senior positions. Senior staff were given a very strong role in the selection of the staff that they would be supervising.

Again this year we had a two week pre-camp training period which was somewhat changed in format from previous years but had the same emphasis and aims.

One problem that was very evident was that most of the staff did not have a clear-cut understanding of what their responsibilities were and thus were incapable of performing the job to the best of their ability.

STAFF ORGANIZATION

Another problem identified in the camp was the question of the total camp staff organization. I would hope that next year we can divide the senior staff functions in such a way that logical groupings can be found. Also, the number of people directly supervised by any other person should not exceed seven.

FINANCIAL

We are hopeful that we will be able to come in with a balanced budget this year. This is not so much a reflection of the capabilities of the budget management as the level of income we achieved.

With the implementation of planned changes in our accounting procedures and a careful budgeting procedure we should be able to do much better next year.

A portion of our budget is spent on capital development which is a one-shot affair and is the big variable from year to year.

PROMOTION

Again this year the major part of Kamp Kanawana's promotion emphasis comes through its brochure. This brochure is mailed to former campers, to all YMCA youth members, the Business Men's Health Club, and to any person who inquires about Kamp Kanawana. As well it is distributed to all branches for display there.

However, there are a multitude of other methods used to attempt to "sell" Kanawana and these would include radio and TV appearances, ads and stories in daily and weekly newspapers, displays in shopping centres, display posters, letters and flyers to schools, and a phone call check of all the previous year's campers.

We still have a way to go on our promotion and public relations and we should design the best program possible.

REGISTRATION, CAPACITY, FACILITIES AND LAND UTILIZATION

Registration at Kamp Kanawana is not evenly divided throughout the Summer. This is a well known fact but causes serious problems nonetheless. If it were not so, much more rational judgment could be made on optimum number of staff required, number and type of facilities required, etc.

It seems to be then, that the problem of first urgency is establishing a reasonable capacity for Kamp Kanawana. This should be based upon dining and program facilities and sleeping accommodation.

Many of our facilities are aged and/or inadequate and within the next short period of time we will need to make some decisions as to future capital projects to be undertaken at Kamp Kanawana. Some of the major problems include an old and inadequate dining hall and kitchen, lack of program space and facilities, lack of storage, etc.

We occupy 1000 acres of valuable land which will be under increasing pressure and the surge of population continues. We use only a very small portion of this land and it is a luxury that we will soon not be able to justify either on social or economic grounds. Aside from the uses to be determined by the Camp Committee we should make plans to develop a larger portion of the property for camp use.

Basically, Kamp Kanawana is in use only 1/6th of the year. We must make plans to develop a much greater use of our property year round.

FOOD SERVICES

This is a critical area in any camp. The dining hall stands in the middle of camp and is the single most important building.

The inadequacy of the dining hall has been mentioned elsewhere in this report and by others in years gone by. All I can do is reiterate these statements.

Food services are also a time consuming and delicate part of camp life. We had to replace a chef this Summer and we were continually faced with problems with staff in the kitchen. The second chef that we had was good but we were continually working with the other supportive services.

PROGRAM

This year we changed our emphasis somewhat in several of the program areas. This was done because of the increasing development of coed camping. In the area of program where we used specialists the program continued to be much the same as seen in the past.

Waterfront Activities

This year we added an additional assistant waterfront director to our staff. Also, for the first time we had female staff members on the waterfront. As usual, swimming, canoeing, sailing and boating were all an integral part of our program.

Hike and Trip Department

The addition of the bus to the camp gave us a high degree of flexibility in planning the out-of-camp trips. Larger groups could be taken out in one trip and thus the potential was for more trips. This potential was realized.

Trips from Kanawana took a variety of forms including bike hikes, walking, canoe trips, camping on our property and camping in one spot off the property. Groups travelled up to 130 miles from camp for some trips.

Horseback Riding

The horseback riding again this year was one of the most popular programs we offered. The instructor did all she could to make sure that each camper got an opportunity to spend time around and on the horses.

Several of our senior campers took it as their special program to spend as much of their time as possible helping around the stables. This program deserves a major emphasis in our future planning.

Arts and Crafts

Our major change in program emphasis came about in this area. Because of the coed feature of the camp the program had to be broadened to appeal to all our campers. Thus more emphasis was put on the artistic aspect of the program and a large variety of materials were brought in. Painting, modelling, sculpture, paper designs and mobiles were among the projects carried on. However, traditional items such as gimp, paddle painting and popsicle stick construction were still carried on.

Nature Lore

This program was staffed with a specialist for the second year. However, the quality of the program we were looking for was not present. Plans are already underway for next year and we are looking for a person with a broad knowledge of nature and an ability to enthuse campers.

Of course, camp program is far more than just those programs taught by a specialist. Carried to its logical conclusion it may be said that program is anything done at camp. At this point it becomes impossible to list and categorise programs done at Kamp Kanawana. However, perhaps some of them can give an idea.

- individual activities such as reading, whittling, etc.
- cabin group activities such as archery, baseball, soccer and hikes
- wide games - capture the flag, Indians and Settlers, etc.
- total camp activities - Lumbermen and Voyageurs, Viking Funeral, etc.

A major activity, of course, is the interaction of a camper with other campers and staff. This permeates all camp activities.

Throughout the Summer there were successes and problems in our program. Several of the problems have already been dealt with but bear repeating in this context.

- a) The lack of adequate facilities is a major drawback to good programming. Lack of suitable indoor and outdoor playing areas limit both numbers and quality.
- b) The high registration frustrated many planned activities because equipment, facilities and staff were not available. There was a high degree of staff frustration developed at this time.

To help handle these problems we hired a person to act as camp program co-ordinator. His responsibility was to deal with the "task" part of camp program coordination. This is an extremely difficult task because he is in a non-line position. This means that communications don't flow naturally to him.

COUNSELLOR-IN-TRAINING PROGRAM

This year there were two major innovations in our Counsellor-in-Training program and thus this becomes a major area in our evaluations.

- 1) For the first time our C.I.T. program was coed.
- 2) The C.I.T. program was freed of its traditional work-learning aspect and was given the freedom to spend its time learning the various skills required to be a camp staff person. This meant that they no longer were involved in such tasks as waiting on tables.

There were 12 male and 4 female C.I.T.s in the program this year. There was also a male and a female C.I.T. director. Most of our C.I.T.s were 16 years of age.

The major emphasis of this program was on the development of camping skills. Plans were made to develop a living experience which would increase these skills. The C.I.T.s set up a camp on Lake Wilson where they built a small model camp from scratch. They built an Adirondack shelter for sleeping, a shelter for dining, fireplace, etc. and did a tremendous job.

They also concentrated on the program skills required of camp staff and spent some time on the sections. While this process was going on they received training on other aspects of camp life.

With this innovative approach several problems became visible and very real.

- a) The large number of participants cut down the ability of the C.I.T. director to have a major impact on a C.I.T.
- b) The abilities, physical strength and interests of males and females are different and this led to conflict between the groups.
- c) There was not enough variety built into the program and after awhile some members began to get bored.
- d) Because of the limited number of places for Junior Counsellors that has traditionally existed we will have trouble placing all the qualified C.I.T.s next year.

- e) The C.I.T. sits in a difficult position - neither staff nor camper-and it is difficult to assess his rights and privileges.

Although it may seem to be a long list of concerns I feel that, generally speaking, the program was successful. The strain put on staff is considerable but under the circumstances they produced admirably.

COED CAMPING

Coed camping has provided us with the potential to move into major innovative areas in the camping field. However, it also creates some problems for a camp that has dealt with boys only for 3/4 of a century. These problems become even more evident as the ages of the girls increase.

Some of the specific problems that can be seen include establishing an identity, showing off, sex experimentation, loss of focus on the tent group, etc. I feel that by intermingling the sections we throw the sexes together in a way that is bound to create problems - even before the camp staff has a chance to establish their relationship with the campers. I also feel that, to some extent, we are working on our conception of good program for teens.

A coed camping program can be a tremendous educational experience if the necessary pre-conditions are set up. Without these the problems are not anticipated and we are in a crisis management situation.

HEALTH AND SAFETY

The tragic drowning of one of our campers this Summer has forced us to look at our standards in the whole area of camping. We are convinced that, especially in terms of aquatics, hiking and tripping, both our training and standards are of the highest possible quality.

With the problems that we had in the kitchen we had some problems in cleanliness that occasionally forced us to go on clean-up binges. Fortunately, this did not manifest itself in any illness. However, the potential is always there in a camp situation.

The infirmary was a busy place this Summer, chiefly during the very crowded first month. However, only one camper had to go home and he recovered very nicely. During the second period we had an attack of Summer flu which hit 6 or 7 people a day and lasted approximately 18 hours.

OUTSIDE GROUPS

We had a very heavy use of the property by groups again this year. Among those appearing on the site were the Rhodes students from England, a Kairos group, several troops of Scouts and Cubs and a variety of YMCA groups. The Westmount and N.D.G. day camps also had several overnights on the campsites.

Again this year, we provided camperships for campers sponsored by various social agencies and service groups. Westmount Rotary and the St. Nicholas Men's Club both sponsored large groups of campers. Altogether Kamp Kanawana provided 125 weeks of camperships at no cost to the agency or group.

1969 KAMP KANAWANA DIRECTOR'S RECOMMENDATIONS

1) PERSONNEL

- a) Camp director should be appointed by November 15th.
- b) Assistant camp director should be appointed by December 1st.
- c) The business manager, girls' camp director, section directors and camp program coordinator should be confirmed by May 1st.
- d) All other staff recruitment should be completed by May 1st.
- e) Clear cut job descriptions, job segments and performance standards should be detailed prior to hiring.
- f) All staff should be hired by the director in collaboration with the supervisors.
- g) Continued opportunity for staff to progress within the camp structure should be made available. This should not preclude us seeking mature and experienced help from elsewhere.
- h) Staff training should emphasize the total camp role of a staff member as well as skills and human relations.

2) STAFF ORGANIZATION

- a) See attached Suggested Reorganization Proposal.

3) FINANCIAL

- a) A purchase order control system be implemented at camp in order to maintain a daily financial picture.
- b) That debit or credit notes be sent to camp by the Metropolitan office to indicate no vouchered items.
- c) That bi-monthly statements be issued from June 15th to August 31st and monthly thereafter.
- d) That the capital and operating budgets of the camp should be separated to allow an accurate yearly budgeting of camp expenditures.
- e) Decisions as to which camp improvement projects to be undertaken made by October 31st.

4) PROMOTION

- a) That the copy and format for the brochure be decided on by the middle of October and be prepared in time for mailing in early January.
- b) That our file of promotional stills and slides be updated and some portable displays set up.
- c) That a sub-committee of the Camp Committee be set up to look at our total marketing and promotion program.
- d) That we hold our reunion for 1969 campers in early January.

5) STAFF TRAINING

- a) That the senior staff begin meeting in January to set up a training course, both in-city and at camp based on what are seen as the needs of the camp and the requirements of our staff.
- b) The director and assistant director effect, during the Summer, training programs required to meet camp needs.
- c) That a series of meetings be held in May for all camp staff at which would be laid down:
 - i) goals of Kamp Kanawana
 - ii) expectations regarding staff
 - iii) systems, procedures and organization of Kamp Kanawana
 - iv) any other information that is necessary to place a staff person's job in its total camp perspective.
- d) The human relations group during the pre-camp training should be set up along logical staff grouping with the focus on developing a staff team concept.

6) REGISTRATION, CAPACITY, FACILITIES AND LAND UTILIZATION

- a) That a building committee of the Kamp Kanawana Committee be established to consider:
 - i) Replacement of several of our existing facilities with the first priority being the dining hall and kitchen and next the longhouse.

- ii) The addition of other facilities including adequate staff accommodations, a staff lounging area and another storage shed.
 - iii) The winterization of some of our facilities for further use during the year.
 - iv) The development of our property on Lake Beccies to realize its full potential.
 - v) To set up a renovation schedule for 3 years.
- b) That to all intents and purposes we declare the capacity of Kamp Kanawana to be 210 campers and establish this as our limit. With adequate repairs and changes we could probably get through a year or two with existing facilities. These changes would include:
- i) Additional lighting in the dining hall.
 - ii) Adding shutters to the dining hall.
 - iii) Filling and varathaning the dining hall floor.
 - iv) Replacing the walk-in refrigerator.
 - v) Repairing or replacing the longhouse roof.
 - vi) Repairing the craft shop roof.
- c) The unfinished playing field out by the Pagé farmhouse should be finished by next Summer. The present area available for games is totally inadequate for even one section.
- d) That we plan and carry out the brushing of a large part of the property to provide more woods available for camp program e.g. South shore of Lake Kanawana.

7) FOOD SERVICES

- a) That we look into the possibility of entering into a contract with a catering outfit. They would be responsible for:
- a) submitting menus for our approval
 - b) hiring and supervising of kitchen personnel (cooks and cleaning staff)
 - c) ordering and preparing food for in-camp meals and staff snacks.

If such a contract were entered into we would have to be very specific in terms of costs and quantities.

b) That serious consideration be given to buying new equipment or overhauling existing equipment. Specifically:

- i) The walk-in refrigerator (see 6 - b-iv).
- ii) The food mixer is antiquated and if it ever breaks down it will be practically impossible to fix or find parts for.
- iii) The ovens and stoves are also very old and parts are hard to come by. Most of them have lost any ability to control temperature.
- iv) Dining hall repairs suggested in item 6 above.

8) PROGRAM

- 1) Kamp Kanawana is a general camp with a tendency to emphasize program involving water activities, hiking and tripping. Where a camper indicates a desire to specialize in some aspect of camp program we must be flexible enough to meet this desire.
- 2) The property and facility development mentioned elsewhere is necessary to enable us to develop our program potential.
- 3) We should examine carefully our policies regarding hiking and tripping, especially in regards to the junior sections, and develop a coherent and realistic policy.
- 4) The position of the camp program coordinator should be strengthened and that he be given major supervisory responsibility (see Suggested Organization Plan).

9) COUNSELLOR-IN-TRAINING PROGRAM

- a) That we carefully define the objectives of the program and the skills we hope to teach and design this program around them.
- b) That two separate programs be set up - one for the male C.I.T.s and one for the female - dovetailing where there is an area of mutual interest.
- c) That we limit the C.I.T. program to 8 of each sex.

- d) That we review the role of the Junior Counsellor with an eye to involving a larger number of this year's C.I.T.s in the camp next year.
- e) That we clarify the role of the C.I.T. in camp.

10) COED CAMPING

- a) That the male and female sections of the camp be separated physically.
- b) That we develop our general program before camp starts to make the coed experience a living and vital one.
- c) We should immediately establish specific goals for the program.
- d) That we appoint a director of girls camping.

11) HEALTH AND SAFETY

- a) For each of the areas in camp our standards of health and safety should be established and all staff would be responsible for maintaining these standards. This should be done through a sub-committee of the Camp Committee using as its guide the standards of the Quebec Camping Association.
- b) The camp doctor should serve as the Public Health Officer of the camp, making regular and detailed checks of our sanitation.

GEOGRAPHICAL DISTRIBUTION OF CAMPERS

	<u>1965</u>	<u>1966</u>	<u>1968</u>	<u>1969</u>		<u>1965</u>	<u>1966</u>	<u>1968</u>	<u>1969</u>
Baie d'Urfe & Senneville	9	6	5	14	Rosemere & Lorraine	1	4	4	4
Beaurepaire	7	7	4	2					
Beaconsfield & Kirkland	41	58	69	55	Roxboro	7	12	9	8
Pointe Claire	28	45	40	55	Dollard des Ormeaux	5	8	17	22
Dorval	10	18	26	17	Pierrefonds & Ile Bizard	8	10	11	18
Lachine & Chateauguay	8	15	15	21	South Shore	26	33	24	43
N.D.G., Montreal West, Hampstead & Cote St. Luc	84	80	107	111	Verdun-LaSalle	4	5	22	22
Westmount	33	47	63	50	Hudson	5	4	6	7
Downtown	4	7	20	19	Laval	6	16	18	24
Outremont (International)	12	14	21	24	Arvida		5	5	2
North End	11	19	10	21	St. Jerome			5	2
St. Laurent	23	14	19	12	Quebec City			4	8
Town of Mount Royal	20	23	29	21	Province of Quebec			10	20
					Province of Ontario	5	4	4	13
					Province of N.S.				2
					U.S.A.			3	5

KAMP KANAWANA TEN YEAR SUMMARY

<u>Camper Weeks by Sections</u>	<u>1959</u>	<u>1960</u>	<u>1961</u>	<u>1962</u>	<u>1963</u>	<u>1964</u>	<u>1965</u>	<u>1966</u>	<u>1967</u>	<u>1968</u>		<u>1969</u>	
Pioneers	393	373	349	406	408	370	314	317	241	328		242	
Woodsmen	362	392	388	420	434	388	294	378	395	596	(172)	596	(227)
Coureur de Bois	404	378	346	390	385	372	323	357	209	297		427	(165)
Pathfinders	344	394	380	378	374	360	251	271	253	293		348	
Rangers	<u>62</u>	<u>48</u>	<u>46</u>	<u>46</u>	<u>40</u>	<u>28</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTALS	<u>1565</u>	<u>1585</u>	<u>1509</u>	<u>1640</u>	<u>1641</u>	<u>1518</u>	<u>1182</u>	<u>1323</u>	<u>1098</u>	<u>1514</u>	<u>(172)</u>	<u>1613</u>	<u>(392)</u>
<u>No. of Campers Each Week</u>													
1st Week	206	208	191	220	218	183	154	130	91	105	(5)	193	(50)
2nd	206	208	191	220	218	185	154	131	96	106	(5)	195	(51)
3rd	218	223	221	224	224	217	218	203	162	244	(28)	276	(65)
4th	218	221	222	224	221	215	219	203	162	243	(28)	269	(63)
5th	215	214	208	220	220	201	137	176	151	217	(28)	191	(51)
6th	215	212	208	220	220	200	134	179	147	212	(26)	189	(49)
7th	146	150	135	156	160	137	83	151	146	193	(26)	151	(31)
8th	<u>141</u>	<u>149</u>	<u>133</u>	<u>156</u>	<u>160</u>	<u>137</u>	<u>83</u>	<u>150</u>	<u>143</u>	<u>194</u>	<u>(26)</u>	<u>149</u>	<u>(32)</u>
TOTALS	<u>1565</u>	<u>1585</u>	<u>1509</u>	<u>1640</u>	<u>1641</u>	<u>1518</u>	<u>1182</u>	<u>1323</u>	<u>1098</u>	<u>1514</u>	<u>(172)</u>	<u>1613</u>	<u>(392)</u>
Number of Campers	526	545	503	548	567	535	429	488	421	577	(66)	622	(160)
Average length of stay (weeks)	2.97	2.96	3.0	2.89	2.6	2.85	2.75	2.71	2.84	2.62	(2.6)	2.59	(2.45)
Percentage of former campers	44.6	43.1	44.7	49.2	51.2	43.92	40.6	40.25	47.8	41.13		34.73	(18.75)
Percentage of 'Y' members	34.4	38.3	35.6	37.1	36.2	37.5	38.0	35.1	32.3	27.49	(45.0)	21.54	(30.62)

Note: Figures shown in brackets - Girl Campers.

KAMP KANAWANA TEN YEAR SUMMARY

<u>AGE OF CAMPERS</u>	<u>1959</u>	<u>1960</u>	<u>1961</u>	<u>1962</u>	<u>1963</u>	<u>1964</u>	<u>1965</u>	<u>1966</u>	<u>1967</u>	<u>1968</u>	<u>1969</u>
7							5	10	13	11	(2) 4
8	49	54	35	76	70	70	33	53	40	56	(7) 46 (6)
9	69	81	69	92	83	85	68	69	64	93	(13) 84 (35)
10	102	76	99	107	88	87	88	93	84	115	(17) 124 (36)
11	103	97	84	89	76	90	83	107	80	92	(7) 97 (21)
12	102	99	77	81	91	80	73	75	61	83	(7) 104 (26)
13	58	79	68	51	76	75	43	52	42	71	(5) 75 (22)
14	31	43	45	38	40	21	21	20	27	35	(1) 62 (11)
15	11	15	23	14	21	17	14	11	10	12	(1) 23 (3)
16	1	1	3	2	12	10	1	1		3	(1) 2
17								1			1

STAY IN CAMP

1 week	1	0	0	3	1	2	1	1	2	2	(1) 1
2 weeks	338	369	316	345	360	364	286	334	304	416	(46) 464 (131)
3 weeks	4	3	1	1	2	7	3	9	11	5	(1) 17 (1)
4 weeks	137	129	143	163	143	131	111	120	81	132	(16) 111 (20)
5 weeks & up	0	2	0	0	1	12	2	2	6	0	2
6 weeks & up	19	16	21	19	21	0	19	17	13	15	(1) 20 (7)
7 weeks & up	27	26	22	20	29	20	5	5	3	6	(1) 7 (1)

BY WEEKS

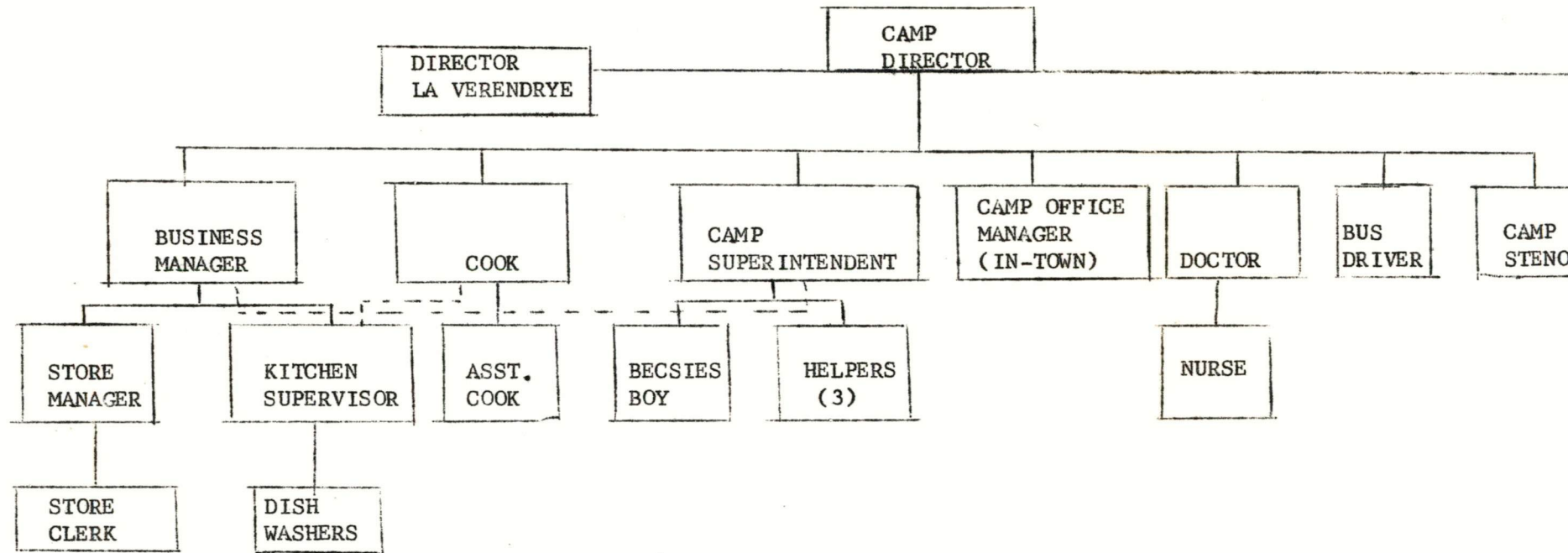
Protestant	1154	1079	963	1013	963	964	705	791	702	832	(100) 952 (258)
Roman Catholic	229	258	266	311	318	312	264	373	283	539	(66) 507 (104)
Jewish	184	248	280	338	360	174	197	118	66	74	(2) 88 (16)
Buddhist				8		4	2				
Hindu or Moslem								4	6		
Not reported							24	40	38	8	48 (14)
No religion										60	(4) 18

AGE OF COUNSELLORS

17	19-17	14-17	5-17	5-17	2-17	2-17	3-17			1-17	
18	9-18	7-18	12-18	14-18	9-18	11-18	10-18	10-18		11-18	11-18
19-21	5-19	4-19	6-19	7-19	9-19	4-19	11-19	3-19		13-19	26-19-21
22-27	1-27	2-20	3-20	2-20	1-23 5-20 2-23	5-20 1-23	1-20	7-20 2-23		4-20 5-23	8-22-27
28-up		2-21	3-21	2-21	2-21	4-21 1-24	1-21	2-21 1-24		9-21 1-24	
			2-22	1-22	3-22	2-22	1-22	3-22 1-25		1-25	
					1-26		1-26	1-26		1-27	

KAMP KANAWANA TEN YEAR SUMMARY

	<u>COLLEGE OR GRADE 12 COUNSELLORS</u>	<u>AVERAGE COUNSELLOR AGE</u>	<u>NUMBER OF PROGRAM STAFF</u>	<u>RATIO CAMPER TO PROG. STAFF (to 1)</u>	<u>NUMBER NON PROGRAM STAFF</u>	<u>COUNSELLORS IN TRAINING</u>	<u>JUNIOR COUNSELLORS</u>
1959	8	18.11	17	3.4	16		
1960	11-37.9%	18.19	18	4.2	17		
1961	10-33.5%	19.4	17	4	16	9	
1962	10-31.8%	18.6	16	4.5	17	9	
1963	20-60.6%	19.6	16	4.4	17	7	10
1964		19.4	53	3.47	19	8	
1965	42%	19	48	3.2	17	9	8
1966	17-56%	20.2	45	3.6	17	7	6
1967							
1968	28-66%	19.8	59	3.2	17	13	2
1969	28-70%	20.1	62	3.2	19	16	4



NOTES

- a) If the camp capacity is set at 210 it would be possible to have 5 sections.
- b) ——— indicates line of responsibility.
- c) - - - - indicates line of important communications.

ASSOCIATE CAMP
DIRECTOR

